

Company number 04623660
Charity number 1100730

THE JELLY LEG'D CHICKEN ARTS CENTRE
TRUSTEES' REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

Company Limited by Guarantee

**THE JELLY LEG'D CHICKEN ARTS CENTRE
Company Limited by Guarantee**

REPORTS AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

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THE JELLY LEG'D CHICKEN ARTS CENTRE
Company Limited by Guarantee

TRUSTEES' REPORT
Reference and Administrative Information

Constitution

The charity is controlled by its Memorandum and Articles of Association and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006. The company was incorporated on 23 December 2002 but remained dormant until 30 June 2006. The company commenced trading on 1 July 2006. The Charity is also known under the name "Jelly"

Directors and Trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees. Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

The trustees during 2020 were:

Tim Hooper - Chair

Bridget Long

Mary Genis

Steve Hicks

Caroline Sawbridge

Christina Gilbert

Holly Buckle

Alexandra Dewis

Secretary

Suzanne Stallard

Independent Examiners

Hadleigh Associates, Emm Close, Wokingham

Bankers

The Co-operative Bank, Balloon Street, Manchester

Registered Office

43 Filey Road, Reading, RG1 3QG

Operational Address

119 Broad Street Mall, Reading, RG1 7QE (until November 2020)

115-116 Broad Street Mall, Reading, RG1 7QE (November onwards)

Trustees' Report

The trustees present their annual report together with the financial statements of the charity for the year ended 31 December 2020 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The reference and administrative details set out on page 3 forms part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Governance

Eight Trustees served during the year. One third of the Trustees stand down annually but Trustees who wish to continue to be served may be re-elected by the Board.

The Board may appoint new Trustees at any time during the year. They are chosen to supplement the skills and experience Jelly needs at any given time. In the event of a departure of a trustee, a skills audit of the remaining trustees is taken. The result of this audit will determine whether further recruitment is necessary. When a need has been identified to recruit trustees, the Executive Directorate seeks out prospective candidates. Trustee development and training is undertaken at the discretion of the Chair, based on the requirements of the organisation at any given time

Full Trustee Board meetings take place at least four times a year. Trustees also attend meetings with studio members and events organised by Jelly.

Three sub-groups of the Board; **Executive Committee**, **Property** sub-group and **Communication** sub-group meet when necessary, supplemented by email contact as needed. Individual Trustees undertake tasks in support of the Jelly team, advising on matters that fall within their area of expertise

Structure and Management

Organisational Structure

Jelly is run and managed on a day-to-day basis by the Executive Directorate of Suzanne Stallard, Emma Bradbury and Kate Powell. Decisions are made through management meetings held by the directorate. All major decisions are confirmed through the Board of Trustees. The Executive Directorate are responsible for buildings, finance, strategic development, artist programme, audience development, sustainability, learning, participation and community.

Related Charities

There are no legally related charities. The company is working with different funding bodies and organisations all concerned with promoting the arts and education. Decisions taken by the company are autonomous of these organisations.

Risk Management

Jelly has a risk management policy and practice, which enables us to anticipate and record risks to the organisation, assess their likely impact and plan how to reduce and manage them.

Objectives and activities for the public benefit

Jelly is an arts organisation in the heart of Reading. Established in 1993 as an artist-led studio and exhibition facility, Jelly is now an award-winning registered charity limited by guarantee 1100730 championing the creative arts. We have played a strategic role in Reading's cultural life since 1993 – enabling art to appear in unexpected places and creating opportunities for people to look on and join in. We believe in the power of the arts to delight, intrigue, challenge and enrich, and we're committed to forming creative alliances and partnerships that encourage art and cultural life to flourish. We do this through widening participation throughout our diverse community and continuous artists development,

delivering events and educational activities, supporting creative learning at all ages and ensuring creativity is at the heart of everything we do.

(something more linked to Let's Create)

Jelly's charitable objectives are:

- To promote the development of the arts and in particular the visual arts for the benefit of the local community by providing studio space and facilities for public exhibitions and by organising events which improve public access to the arts
- To advance education by promoting understanding and learning about the creative processes involved in the visual arts

Our programme consists of interlinked strands:

- Supporting and developing emerging artists and arts organisations
- An exhibition and event programme
- Education and community programme
- Studio space/ making space for art

Achievements and Performance

2020 has been a challenging year due to the pandemic, we immediately had to evolve the way we work from a community embedded organisation delivering face to face activity due to our studios immediately closing. We reacted and adapted to the needs of our community.

Our workshop programme was reviewed and some activities delivered online.

We developed Art Packs, with over 300 delivered in partnership with Artswork, Brighter Futures for Children and our community partners.

We had to instigate new policies regarding online safeguarding and COVID safe workspaces.

We delivered online CPD and support for schools engaged in our Artsmark programme.

We successfully curated and delivered a residency programme in response to the lockdown.

We are working with an award winning architectural design studio to redesign our studios and ensure our future stability.

Artistic

Our original plans for Open for Art 2020 included the development of our residency programme however in March 2020 our application to Arts Council England for a Project Grant was rejected as funding was to be diverted to an Emergency Relief fund. Jelly applied for this and successfully delivered a number of activities including a programme of 12 online residences for which we received 55 applications. Details of artists and the outcomes can be found here:

<https://www.jelly.org.uk/12artistsathome/12-artists-at-home>

We additionally ran a number of artists talks that focused on the artists practice and processes (these can be found on our YouTube channel) and we regularly held network meetings online to support the artists.

The Associate Artists Programme delivered two collaborative activities through the year and because of a further grant to support Jelly in October 2020 from the Department of Culture Media and Sport (DCMS) we were able to advertise for an Associate Artist facilitator as a paid role for 1 year. Linda Newcombe was successful in her application and her responsibilities will be to organise monthly meetings, communicate with associates and organise collaborative projects and group critiques and talks.

The success of the 12 Artists at Home project has meant continued contact with artists who have been supported by Jelly in applying for other residencies, exhibitions and funding.

Education and Community

In-house

Our in-house programme suddenly had to stop in March due to the restrictions relating to Covid-19. We supported the artists and visitors through this time by delivering a variety of meet-ups, workshops and

digital content online. We changed all our workshops to 'free to attend' as the market was saturated by free offerings. We later in the year added a 'donation' option on all tickets. Some activities (such as Book Club) have seen a growth in donations and widening of attendees to a global audience.

Cultural Commissioning

2020 saw the successful completion of this one year project working with Parenting Special Children and we are jointly looking to find funding and work together again on projects with the young people they work with. In particular continuing to work with the autistic girls groups. The project completed online, surprisingly to us all, this platform worked better for the group and we are working to create more opportunities to partner with PSC on future projects.

Schools Connect

We have maintained support for all schools in this two year project, funded by Artswork, in spite of Covid restrictions and school staff changes. We are at a full complement of 10 schools in the project and due to changes in the programme because of the pandemic we are running the Creative Professional Development online with supporting videos and documentation.

Home Educators Art Club

Continues to run online and is building a new audience as well and retaining regular attendees, another group happy to remain online.

Outcasts

Holly Thorne has been appointed as an Outcasts facilitator as a paid role for 1 year. Her responsibilities will be to organise monthly talks and organise collaborative projects. Two talks have already been delivered, and the programme until July has been secured.

Outreach

Continued working with our cultural partnerships to deliver online art activities to the community. For example Reading Borough Councils 'Children's Festival', Reading BID 'Reading Culture Live 'NHS 5 steps to Wellbeing' commission, Readipop Festival and Dance Junction.

Organisational Development

National Portfolio Organisation/ Business Plan

Our ambition is to apply to become a National Portfolio Organisation. We have been supported in this by Mary Genis (Jelly Trustee and CultureMixArts), Gavin Lombos (Readipop) and ArtReach, who are all currently NPOs. We are focussing on ourselves as a 'development agency' and what that means currently. We will also use the time to test out and develop ideas that we want to work on over the next 5 years.

Restructuring finance

As part of the funding from DCMS we have been reviewing our financial policies and systems we use. Nigel Hadleigh (our accountant) is working with Suzanne, including supporting her through learning new skills and implementing a new financial system. This should decrease workload and provide data as we need it.

Professional development

As a team the Executive Directorate have attended training courses and worked on their own professional development. This has included: Adobe programmes, editing suites, digital content, policy documents, updating to setting up systems for all to access and creative led workshops.

Part of this development also included refining how as a team Jelly communicates and we have switched to SLACK (definition: **S**earchable **L**og of **A**ll **C**onversation and **K**nowledge).

As part of our change of website, we also moved all our emails and information storage to Google Drive taking advantage of their non-profit packages. We store all information away from our personal laptops, all access folders and change in real time (with previous versions available) and it is better for the environment (recent report about usage of memory and power on laptops versus storing in the cloud)

Digital Content

<https://jelly.org.uk>

Emma Bradbury has been attending online webinars by 'Digital Culture Network' to learn techniques to support artists to deliver online workshops, live webcasting, making accessible online content and accessibility and online safe guarding policies and how to use online data to build your audience. It is a great resource to share with our team.

During 2020, we moved much of our activity on line and developed a new YouTube Channel and a podcast. We used these to record talks with resident artists, deliver workshops and provide a new income stream by providing downloadable PDF info sheets from our website shop to accompany the artist video.

YouTube channel

<https://www.youtube.com/c/TheJellyReading/>

The Jelly Reading - Sound&Vision Podcast

<https://play.acast.com/s/the-jelly-reading-sound-and-vision>

Future Developments

During 2020 we responded swiftly to worldwide changes to maintaining our work with artists and the wider community aligning to our core objectives whilst facing uncertainty over the future. Planning is underway for the opening of the new space including an opportunity for some of the '12 Artists at Home' to work in the space (solo) and we can broadcast/ share their work. Alongside this we have an exciting exhibition programme planned that will include community engagement

Our planned programme for 2021 is to continue building and developing our community whilst testing out new ideas in the space and where possible increase learning and participation. We will do this by enabling people of different ages, backgrounds and abilities to work with professional artists to develop and realise their own creative ideas. We will continue to increase the quality of the creative experience for artists, supporting them through professional development and nurturing them. We will provide training, networking and mentoring, offering development opportunities core to our objectives.

We will launch our workshop artist development programme, a paid opportunity for up to 12 artists to develop a workshop or event idea. These artists will form a support group to share ideas and test their workshops on each other before delivering to the public and create a supporting network. This test programme will enable us to develop a new stream of workshop leaders and think of our delivery, our inclusivity and the reach we have.

Jelly continually strives to improve its administrative capacity and organisational infrastructure. In 2020 we started to rewrite our next 5-year business plan, reflecting on what we learned through the significant changes of 2020. This includes growing the team and understanding what is missing across all areas from trustees, core team and workshop leaders. We are being supported in this work by some research work being undertaken

Jelly is continuing to improve and strengthen its board and team in various capacities, as outlined above, through development days, training and workshops constantly reviewing, learning and developing the organisation.

Financial review

The principle sources of income changed in 2020 due to the pandemic with a substantial increase in income from grants (£32,973). There was a reduction in all other areas; corporate activities delivered (£12,979), individual donations (£468), studio fees (£750), workshops (£6,006), education (£8,765), events (£2,301)

In addition, Jelly occupied rent and utility free the premises known as 119 Broad Street Mall (until November 2020) and then from November 2020 premises known as 115-116 Broad Street Mall on a favourable lease. Value of both savings recognised as £42,000.

Since its establishment in 1993, Jelly had always had a diverse income stream. In 2020 due to lack of income from delivery of activity this had to change to stabilise the organisation, supported by a fund from the Department of Culture Media and Sport. Our ambition is to return to our model of diverse income

streams and growing all areas. This reduces the risk presented by over-reliance on one particular income stream.

Our plans for the operation of Jelly over the course of the new business plan does not involve any large new spending - all projected growth comes from growth across all current areas of income and expenditure. This adds stability to these projected figures, as we will not be operating in any unknown areas.

Risks are mitigated through a system of checks and balances as set out in our financial procedures, specifically sections 1 (Fraud Risk Management), 4 (Financial Transaction Cards), and 5 (Authority to Make Payments). In addition, we are currently moving our in-house accounting to a new system supported by Nigel Hadleigh and a review of all policies is being undertaken. This is to ensure that understanding of cash flow and status of current budgets is up to date and accurate for all necessary staff and trustees.

Reserves Policy

It remains the Trustees' intention to maintain general reserves to a figure that represents a minimum three months' operating expenditure. This year, our turnover was £64,242. We estimate 3 months operating costs to be circa £12,000. Our unrestricted reserves now stand at £500. Our restricted reserves stand at £93,770. It is the Trustees' intention that at the end of our 5-year business plan (2027) our reserves will safely represent 3 months operating costs, depending upon the growth of the company. Over the course of the next year it is the Trustees' intention that our reserves will be £2,000.

Directors' Interests

The company is limited by guarantee and has no share capital therefore no Director of the company has any interests in the company.

Responsibilities of the Directors

Company law requires the Directors to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the Directors are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

Small Companies Provision

This report has been prepared in accordance with the provisions of the Companies Act 2006 applicable to companies' subject to the small company's regime.

On behalf of the Board

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T Hooper – Chair
Trustee

THE JELLY LEG'D CHICKEN ARTS CENTRE
Company Limited by Guarantee

STATEMENT OF INCOME AND RETAINED EARNINGS

FOR THE YEAR ENDED 31 DECEMBER 2020

	<u>Note</u>	<u>2020</u>	<u>2019</u>
		<u>£</u>	<u>£</u>
Income	2		
Funding			
DCMS – Cultural Recovery Grants (Restricted)		2,853	0
Arts Council England (Restricted)		30,120	20,293
Trusts & Foundations (Restricted)		0	0
Trusts & Foundations (Unrestricted)		0	0
Donations & Sponsorship			
Corporate Donations		0	0
Individual Donations at Events		468	2,045
Income from Charitable Trading Activities			
Corporate Activities		12,979	11,255
Workshops		6,006	14,799
Studios		750	3,234
Education		8,765	1,110
Events		2,302	0
Support in Kind		0	0
Total Income		64,242	52,736
Interest Received		0	0
Administrative expenses		64,226	52,300
<u>OPERATING (LOSS)/PROFIT</u>		<u>16</u>	<u>436</u>
Tax on profit on ordinary activities	3	0	0
<u>PROFIT/LOSS FOR THE YEAR</u>		<u>£ 16</u>	<u>£ 436</u>
Retained earnings at the start of the year		497	61
Retained earnings at the end of the year		513	497

All the activities of the company are from continuing operations.

THE JELLY LEG'D CHICKEN ARTS CENTRE
Company Limited by Guarantee

STATEMENT OF FINANCIAL POSITION

AT 31 DECEMBER 2020

	<u>Note</u>	<u>£</u>	<u>2020</u> <u>£</u>	<u>£</u>	<u>2019</u> <u>£</u>
<u>FIXED ASSETS</u>			0		0
<u>CURRENT ASSETS</u>					
Debtors	4	0		4,000	
Prepayments		0		0	
Cash at bank and in hand		94,283		17,570	
		<u>94,283</u>		<u>21,570</u>	
<u>CREDITORS</u>					
Amounts falling due within one year	5	93,770		21,073	
<u>NET CURRENT (LIABILITIES)/ASSETS</u>			<u>513</u>		<u>497</u>
<u>TOTAL ASSETS LESS CURRENT LIABILITIES</u>		513		497	
<u>NET ASSETS</u>			<u>£ 513</u>		<u>£ 497</u>
<u>THE FUNDS OF THE CHARITY</u>					
Unrestricted funds					
Restricted funds	7		<u>513</u>		<u>497</u>
<u>TOTAL CHARITY FUNDS</u>			<u>£ 513</u>		<u>£ 497</u>

For the year ended 31st December 2020 the company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to small companies' regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Approved by the board of directors on and signed on its behalf.

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THE JELLY LEG'D CHICKEN ARTS CENTRE
Company Limited by Guarantee

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

1. ACCOUNTING POLICIES

The financial statements are prepared under the historical cost convention and incorporate the results of the principal activity which is described in the directors' report and which is continuing.

2. TURNOVER

Turnover comprises the invoiced value of goods and services supplied by the company.

3. TAXATION ON PROFIT ON ORDINARY ACTIVITIES

	<u>2020</u>	<u>2019</u>
	£	£
Current year:		
United Kingdom Corporation Tax	0	0
	<u> </u>	<u> </u>

4. DEBTORS

	<u>2020</u>	<u>2019</u>
	£	£
Trade debtors	0	4,000
	<u> </u>	<u> </u>
	£0	£4,000
	<u> </u>	<u> </u>

5. CREDITORS - AMOUNTS FALLING DUE WITHIN ONE YEAR

	<u>2020</u>	<u>2019</u>
	£	£
Bank Accounts	0	0
Trade Creditors	17,770	7,073
VAT	0	0
Corporation Tax	0	0
Accrued Income (Restricted Funding)		
DCMS – Cultural Recovery Grants	54,000	0
Trusts & Foundations	22,000	14,000
	<u> </u>	<u> </u>
	£93,770	£21,073
	<u> </u>	<u> </u>

THE JELLY LEG'D CHICKEN ARTS CENTRE
Company Limited by Guarantee

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 DECEMBER 2020

6. SHARE CAPITAL

The company is limited by guarantee. There is no share capital.

7. PROFIT AND LOSS ACCOUNT

	<u>2020</u>	<u>2019</u>
	<u>£</u>	<u>£</u>
Balance b/fwd	497	61
Profit/(loss) for the year	16	436
	<hr/>	<hr/>
Balance at 31 December 2020	£513	£497
	<hr/> <hr/>	<hr/> <hr/>

THE JELLY LEG'D CHICKEN ARTS CENTRE
Company Limited by Guarantee

DETAILED TRADING AND PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2020

	<u>2020</u>		<u>2019</u>	
	£	£	£	£
<u>INCOME</u>				
Funding				
DCMS – Cultural Recovery Grants (Restricted)		2,853		0
Arts Council England (Restricted)		30,120		20,293
Trusts & Foundations (Restricted)		0		0
Trusts & Foundations (Unrestricted)		0		0
Donations & Sponsorship				
Corporate Donations		0		0
Individual Donations at Events		468		2,045
Income from Charitable Trading Activities				
Corporate Activities		12,979		11,255
Workshops		6,006		14,799
Studios		750		3,234
Education		8,765		1,110
Events		2,301		0
Support in Kind		0		0
<u>Total Income</u>		64,242		52,736
Interest Received		0		0
<u>Overheads</u>				
Sub-contractors	36,680		31,926	
Residencies	13,000		0	
Website and computer costs	3,107		0	
Exhibition Hire	0		0	
Workshop & Event expenses	2,321		4,071	
Travelling and cost of sales	176		209	
PPS, Marketing & Advert	3,119		6,870	
Accounts	800		480	
Professional fees	0		195	
Office, Phone & Maintenance	1,123		108	
Insurance	2,311		531	
Rent, Rates & utilities	368		6,702	
Training	590		1,033	
Bank charges	144		0	
Sundry	487		175	
	36,680		31,926	

PROFIT/(LOSS) ON ORDINARY ACTIVITIES

64,226

52,300

£ 436

£ 436